

ONZIEME RENCONTRE INTERNATIONALE DU GERPISA
ELEVENTH GERPISA INTERNATIONAL COLLOQUIUM

Les acteurs de l'entreprise à la recherche de nouveaux compromis ?
Construire le schéma d'analyse du GERPISA

Company Actors on the Look Out for New Compromises
Developing GERPISA's New Analytical Schema

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A SUPPLIER'S CHOICE OF PRODUCTIVE MODEL

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In this paper we wish to address the question of what consequences OEM's choice of productive model have on their suppliers and their choice of productive model? The supplier will have to compromise between the OEM's choice and its national growth mode where it is located. By bringing in the supplier, we thereby add a new dimension to the Gerpisa analytical scheme¹: The implications the OEM places on the supplier besides the other factors in the company governance compromise.

Our empirical data is from a Norwegian automotive supplier that is a part of GM's new Epsilon platform. GM is choosing a global "volume and diversity" strategy, among all different OEMs, first and foremost Saab, Opel and Vauxhall. This strategy makes it possible to have greater volumes on the invisible parts of the car. And for suppliers, this implies producing high volumes of identical products, a situation calling for a "volume" strategy. But in a high cost Norwegian context, another productive model than the Ford-model has to be chosen. The supplier has chosen a combination of high level of automation of the production line, high innovation rate, and a unique type of co-operation with a Research and Development-institution.

We are working in this R&D-institution ourselves, and have been a part of this co-operation for two years in the field of Human Resource Management. In this paper, we want to describe the choices the supplier has made, and in what way the R&D-co-operation has an impact on its choices or performance.

¹ The analytical scheme is described in Boyer and Freyssenet (2000): The productive models. The conditions of profitability. Gerpisa, Palgrave Macmillan, Paris.